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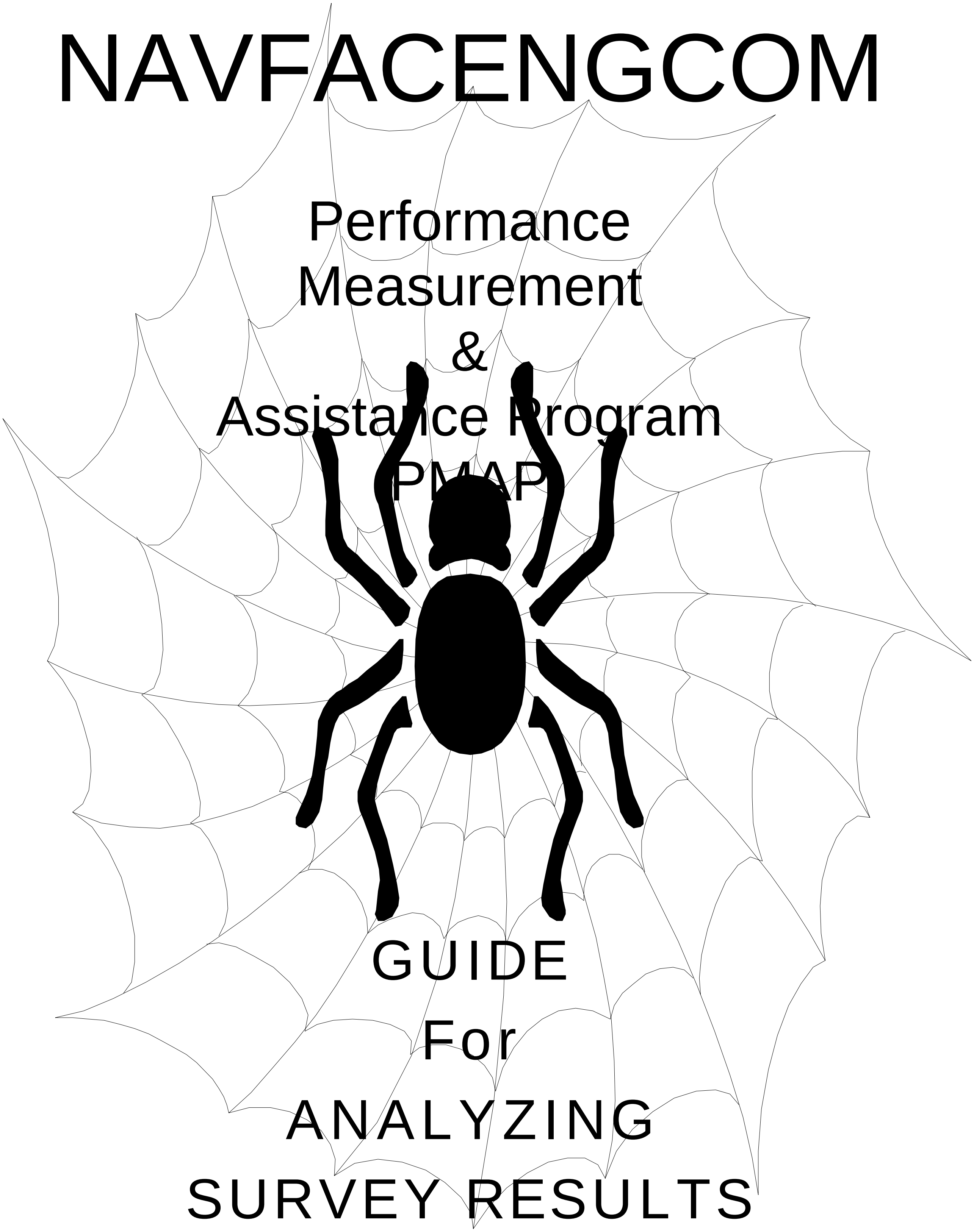


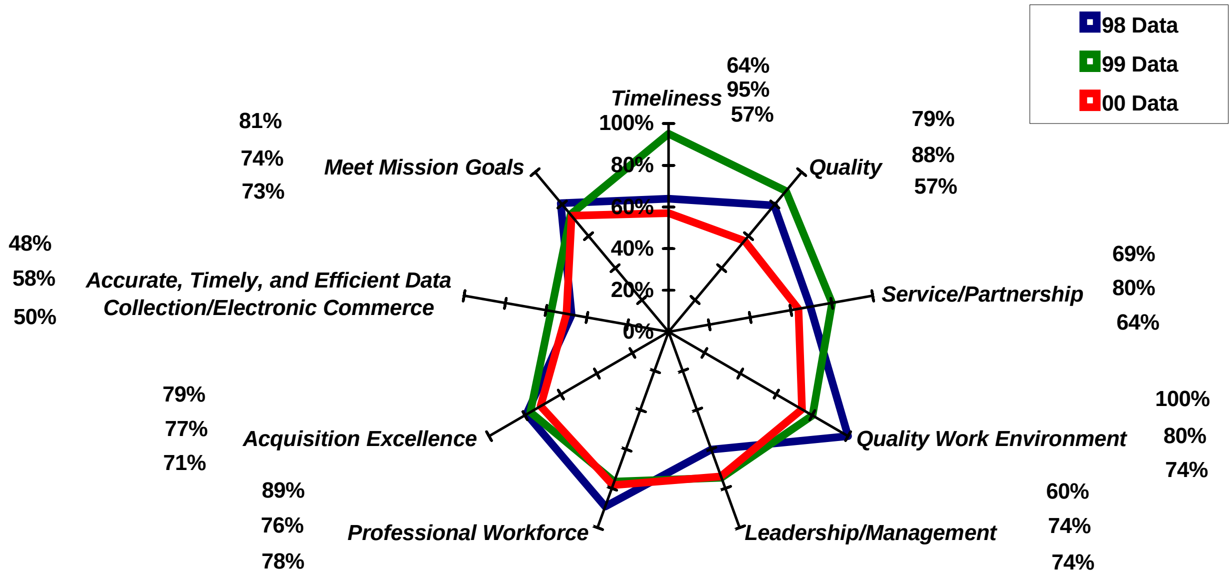
Performance Measurement & Assistance Program PMAP

GUIDE For ANALYZING SURVEY RESULTS

Analysis of Field Office Survey Results

SPIDER GRAPHS: To access the spider chart for a particular activity, go to the Internet site: http://pmapsurvey.navfac.navy.mil. Click on "Spiders", select the activity that you are interested in from the drop down box, and then click on "Generate Spider Chart". Spider charts give an overall quick look at the health of the organization. The nine "arms" of the spider chart represent the nine perspectives that are part of the PMAP Performance Measurement Model ("balanced scorecard"). Data for each perspective is collected from the associate, client, or management (self-assessment) survey. The dotted line shows the NAVFAC average for like activities. Please note that the data used for the spider charts is "normalized" data; therefore reflecting "best in class" data vice actual percentages.

The comparison spider charts, which show results from several contiguous years, provide insight into improvements or decline in performance and depict the direction the office is moving. Note: You must take into consideration factors that may have affected results (i.e. lack of responses, problems with surveys, change in management who fills out Management Self-Assessment Survey, etc.). This is just a tool to help in pinpointing problems - not to be used as the only tool.



ASSOCIATE SURVEYS: To access the results of the associate surveys for a particular activity, go to the Internet site: http://pmapsurvey.navfac.navy.mil. Click on “Activity Reports”, select the activity that you are interested in from the drop down box, and then click on “Associate Report”. The completed associate surveys contain the actual statements with compiled results and is the best tool to use to pinpoint issues where improvements can be made. Below is a sample statement from the survey with actual results from an activity.

My organization provides flexibility in my work schedule.

Agreement						Not Applicable		Importance			
Strongly Agree	Agree	Disagree	Strongly Disagree	General Agreemt	Responses	% of All Responses	Responses	Very Important	Important	Not Important	Responses
66.7%	33.3%	0 %	0 %	100 %	6	14.3 %	1	60 %	40 %	0 %	5

The following steps should be taken in analyzing associate survey results:

1. Look at the survey response base - to the very right of the "agreement", "not applicable", and "importance" sections of the responses. The number under the heading "responses" indicates how many survey responses were received. (The number of surveys sent and the number received can also be found on the Summary Reports.) Is the number large enough for the information to be credible?
2. Skip to the last two statements/questions on the survey. These responses provide a general associate rating of the office and tell you if associates feel they have been provided feedback.
3. Look at individual associate survey statements. The "general agreement" column reflects the percentage of responses that agree with the survey statement. After reviewing all of the statements and responses, select the issues with the lowest agreement percentages (select a number that you feel your office can work on).
4. Management may choose to address some of the issues themselves, and/or form teams to work on others. Since this data is a reflection of associates' perspectives, and associate "buy-in" is improved when they take part in solutions, it is strongly suggested that associates participate on teams. Do not make the mistake of taking on too many issues at once. Review the summary report normalized data to identify the "like-offices" that are best in class for the areas that your office might need to improve. Consider contacting those offices and reviewing their applicable processes to find out what they may be doing right.
5. Be sure to share results with the office and highlight both the good and the bad. This can be done several ways, but an all hands meeting where discussion can take place is recommended.

CLIENT SURVEYS: To access the results of the client surveys for a particular activity, go to the Internet site: http://pmapsurvey.navfac.navy.mil. Click on “Activity Reports”, select the activity that you are interested in from the drop down box, and then click on “Client Report”. The completed client surveys contain the actual statements with compiled results and are the best tool to use to pinpoint issues where improvements can be made.

The contracting office works with me to develop acquisition strategies early in the planning process.

Agreement						Not Applicable		Importance			
Strongly Agree	Agree	Disagree	Strongly Disagree	General Agreemt	Responses	% of All Responses	Responses	Very Important	Important	Not Important	Responses
66.7%	33.3 %	0 %	0 %	100 %	6	14.3 %	1	60 %	40 %	0 %	5

The following steps should be taken in analyzing client survey results:

1. Look at the survey base - to the very right of the "agreement", "not applicable" and "importance" sections of the responses. The number under the heading "responses" indicates how many survey responses were received. (The number of surveys sent and the number received can also be found in the Summary Reports.) Is the number large enough for the information to be credible?
2. The final two questions on the Client Report give you some information about who the client are by telling you what goods/services they request (broken down by percentages) and the dollar value of their work (broken down by percentages). The fourth question from the end gives an overall rating that responding clients have given your office.
3. Look at individual client survey statements. The "general agreement" column reflects the percentage of responses that agree with the survey statement (Strongly Agree + Agree). After reviewing all of the statements and responses, select the issues with the lowest agreement percentages (select a number that you feel your office can work on).
4. Management may choose to address some of the issues themselves, and/or form teams to work on others. Since this data is a reflection of clients' perspectives, it is strongly suggested that clients either participate on teams or, at a minimum, be contacted for their input on how processes are changed to better serve them. Do not make the mistake of taking on too many issues at once. . Review the summary report "normalized data" to identify the "like-offices" that are best in class for the areas that your office might need to improve. Consider contacting those offices and reviewing their applicable processes to find out what they may be doing right.
5. Be sure to share results with clients and highlight both the good and the bad. This can be done several ways, but a personal meeting where discussion can take place is recommended.

MANAGEMENT SURVEYS: To access the results of the Management Self-assessment Survey for a particular activity, go to the Internet site: http://pmapsurvey.navfac.navy.mil. Click on “Activity Reports”, select the activity that you are interested in from the drop down box, and then click on “Manager Report”. The completed Management Survey is actually a self-assessment survey which reflects how management at the activity sees the performance of their office in several areas (spider graph arms): Professional Workforce; Acquisition Excellence; Accurate, Timely and Efficient Data Collection/Electronic Commerce; Service/Partnership; and Mission Goals. The Management Survey is sent to the Chief of the Contracting Office at each activity. It is the CCO’s decision whether he/she will complete it themselves, have another individual complete it, or assign a team of managers to complete it. The results for completed

Management Survey contain the actual statements along with the answer that was chosen by management to make the statement the truest. An example of one of the answered survey statements is listed below:

An acquisition planning process, consistent with overall goals and objectives, has been established.

Very Great Extent	Great Extent	Some Extent	Little Extent	Very Little Extent
0%	100%	0%	0%	0%

In this example, management felt that to a great extent, an acquisition planning process, consistent with overall goals and objectives, has been established.

After reviewing all 60 statements and results, select the statements that have been answered with "Little Extent" and "Very Little Extent". These issues should be analyzed by either management or a process action team with the goal being "How can this be improved?". It would be helpful to discuss the results with the person who completed the survey in order to completely understand why certain ratings were given. Be sure to select a manageable number of issues to work on. Start with the issues with the lowest ratings. Refer to the PMAP Handbook, located at http://acq.navfac.navy.mil for a detailed discussion on each perspective and tools for further analysis. Review the summary report "normalized data" to identify the "like-offices" that are best in class for the areas that your office might need to improve. Consider contacting those offices and reviewing their applicable processes to find out what they may be doing right.

SUMMARY REPORTS AND BENCHMARKING: Summary Reports list numerical results for all activities that are classified together in one of three categories. Each contracting activity belongs to one of the following categories:

Category	Type of Organization/Function
1	EFD/EFA/PWC Multifunction preaward/postaward contracting operations
2	EFD/EFA direct report contracting organization Multifunction preaward/postaward contracting operations
3	EFD/EFA direct report contracting organization Single function postaward contracting operations

To access the Summary Report for a particular category, go to the Internet site: http://pmapsurvey.navfac.navy.mil. Click on “Summary Reports”, and then select the category that you are interested in from the drop down box.

The Summary Report is broken down into two Tables:

The "Raw Data" Table list those activities identified within a specific Category Code and individual activity values. This table also identifies the value of the benchmark ("best in class") activity, the value of the activity with the nadir (lowest value), the range (difference between the benchmark and nadir) and average value of all activities.

2000 Summary of Performance Measures -- Category 1 NAVFAC Contracting Activities - Raw Data									
		Activity A	**Activity B**	**Activity C**	**Activity D**				
	Associates Surveyed	92	65	54	197				
	Associate Surveys Received	80	55	43	114				
	Clients Surveyed	187	60	232	105				
	Client Surveys Received	73	19	96	50				
						Benchmark	**Nadir**	**Range**	**Average**
Customer Survey	**Timeliness**	.754	.776	.671	.739	.776	.671	.105	.735
	Quality	.769	.755	.686	.761	.769	.686	.083	.743
	Service/ Partnership	.820	.782	.862	.825	.862	.782	.080	.822
Associate Survey	**Quality Work Environment**	.875	.740	.823	.874	.875	.740	.135	.828
	Leadership/ Management	.809	.728	.805	.708	.809	.708	.101	.763
Self Assessment	**Professional Workforce**	.818	.764	.927	.855	.927	.764	.163	.841
	Acquisition Excellence	.770	.810	.960	.950	.960	.770	.190	.873
	Accurate, Timely, and Efficient Data Collection/Electronic Commerce	.650	.650	.675	.925	.925	.650	.275	.725
	Meet Mission Goals	.765	.727	.921	.878	.921	.727	.194	.823

The "Normalized Data" Table weights the Best in Class and Nadir differently to exaggerate values on the Table and in the spider charts. This is done in order to graphically display the difference in values between one activity and another when the range of values are too close to distinguish one from another.

2000 Summary of Performance Measures -- Category 1 NAVFAC Contracting Activities - Normalized Data

		Activity A	Activity B	Activity C	Activity D	Benchmark	Nadir	Range	Average
	Associates Surveyed	92	65	54	197				
	Associate Surveys Received	80	55	43	114				
	Clients Surveyed	187	60	232	105				
	Client Surveys Received	73	19	96	50				
Customer Survey	**Timeliness**	.790	1.000	.000	.648	1.000	.000	1.000	.610
	Quality	1.000	.831	.000	.904	1.000	.000	1.000	.684
	Service/ Partnership	.475	.000	1.000	.537	1.000	.000	1.000	.503
Associate Survey	**Quality Work Environment**	1.000	.000	.615	.993	1.000	.000	1.000	.652
	Leadership/ Management	1.000	.198	.960	.000	1.000	.000	1.000	.540
Self Assessment	**Professional Workforce**	.331	.000	1.000	.558	1.000	.000	1.000	.472
	Acquisition Excellence	.000	.211	1.000	.947	1.000	.000	1.000	.539
	Accurate, Timely, and Efficient Data Collection/Electronic Commerce	.000	.000	.091	1.000	1.000	.000	1.000	.273
	Meet Mission Goals	.196	.000	1.000	.778	1.000	.000	1.000	.494

Find your activity at the top of the sheet. In the column below your activity name, you will find the following information about your activity:

The number of associates surveyed
The number of associate surveys received
The number of Clients surveyed
The number of Client surveys received
Your raw scores on each of the nine perspectives
Your normalized scores on each of the nine perspectives.

You can compare yourself with other "like" activities within NAVFAC. In order to find the activities that are "Best in Class", under the Normalized Data (bottom half of sheet) look across the sheet(s) for each perspective until you find the value of "1". There may be more than one activity that is Best in Class. If your activity is doing poorly under certain perspectives, we suggest that you contact Best in Class activities and analyze their processes to see if they may be adopted in full or in part by your office.

NARRATIVE COMMENTS: Access to narrative comments is password protected and is restricted to the Chief of the Contracting Office (CCO) at each activity. To access the narrative comments for a particular activity, go to the Internet site: http://pmapsurvey.navfac.navy.mil. Under “Narrative Comments”, select “Associate” and enter your password. The selected comments section will be opened. You may select the narrative comments for clients or managers by clicking on the selection from the navigation bar to the left of the screen. Narrative comments from associates and clients should be reviewed and analyzed to determine if any suggested improvements or comments can/should be acted upon.